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September 23, 2008

Dominique Blom
U.S. Department of Housing and Urban Development
Office of Public Housing Investment (PIH)
451 Seventh Street, S.W., Room 4134
Washington, DC 20410

RE: Moving to Work Fiscal Year 2008 Annual Report

Dear Ms. Blom:

The Oakland Housing Authority (OHA) is pleased to submit to the U.S. Department of Housing and Urban Development (HUD) our Fiscal Year 2008 Moving to Work (MTW) Annual Report.

The MTW Agreement signed between OHA and HUD on March 31, 2004 requires OHA to submit both a plan and report annually. The Annual Plan is intended to offer a comprehensive framework to guide OHA's MTW and other program activities. The Annual Report is intended to compare OHA's performance with the Annual Plan.

The FY 2008 Annual Report compares the performance of the Authority to its FY 2008 Annual Plan.

Please do not hesitate to contact me at (510) 874-1510 if you have any questions regarding this or any other matter.

Sincerely,

A handwritten signature in black ink, appearing to read "Jon Gresley".

Jon Gresley
Executive Director

cc: Brian Gage, HUD (Washington, DC)
Melina Whitehead, HUD (San Francisco)



Oakland Housing
Authority

MAKING TRANSITIONS WORK

**ANNUAL REPORT
FY 2008**

Oakland Housing Authority

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Oakland, CA 94612
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www.oakha.org

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The FY 2008 MTW Annual Report was prepared by Sean Heron, with significant contributions from: Julie Andaya, Ugonna Atulobi, AnaMarie Avila Farias, Dennis Brumfield, Danielle Butler, Teela Carpenter, Namgyal Choedon, Ann Clegg, Carel Duplessis, Artesia Dupree, Francis Fok, Bridget Galka, Velda Goe, Jon Gresley, Rose Marie Griffin, Lupe Guiza, Michelle Hasan, Patricia Ison, Eric Johnson, Stephen Knight, Doug Lee, Kit Liang, Terry McCully, Madhu Misri, Judy Monnier, Boris Nemirovskiy, Phil Neville, Michael Pope, Shad Small, and Mark Stephenson.

INTRODUCTION

The Oakland Housing Authority (OHA) is releasing its fiscal year 2008 Moving to Work Annual Report, as required by the U.S. Department of Housing and Urban Development (HUD). OHA is one of approximately 30 participants in HUD's Moving to Work (MTW) program, a federal demonstration program that provides selected housing authorities with the opportunity to explore and test new and innovative methods of delivering housing and supportive services to low-income residents. OHA has tailored its program to the needs of the City of Oakland, and renamed the program "Making Transition Work."

The FY 2008 MTW Annual Report presents specific data as required in the called MTW agreement and provides a summary of new and existing policies developed to govern OHA's programs. The report is intended to provide OHA residents, the public and HUD with baseline information on existing OHA programs and an analysis of changes that occurred to these programs during the fiscal year ending June 30, 2008. The report also presents information comparing budgeted with actual expenditures during the same period.

The 2008 annual plan described OHA's operations and clientele, and set out a comprehensive framework to guide and govern the Authority during its fourth year participating in the MTW demonstration program. The FY 2008 Plan is available on OHA's website at www.oakha.org/mtw/mtw.html

FY 2008 was an important year for OHA's participation in MTW. The Authority began to use the benefits of the program's flexibility and independence to better maintain OHA's physical assets, streamline its programs and explore opportunities for innovation, all while continuing to assist more than 14,000 low income Oakland families.

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SECTION I: HOUSEHOLDS SERVED

OVERVIEW OF PROGRAMS

As of June 30, 2008, The Oakland Housing Authority's housing programs provided assistance to 14,452 households through the public housing and Section 8 programs. The Public Housing program is authorized at 3,221 units within the City of Oakland. This includes three large developments for families, five sites specifically designated for seniors, five mixed-income (HOPE VI) sites, and 254 small sites scattered throughout the city's residential neighborhoods. The total authorized number of Public Housing units was 3,308 before the disposition of Tassafaronga Village, an 87-unit family public housing site that is being redeveloped by the OHA. The redeveloped Tassafaronga Village will include 99 Project Based Vouchers to replace the Public Housing.

OHA also operates a Section 8 leased housing program that administers more than 11,500 vouchers for low-income residents to use in renting units from the private market. The different Section 8 programs are summarized in the table below.

Total Public Housing Units/Section 8 Vouchers by Program	
Program	Actual Units/Vouchers in use at end of FY 2008
MTW Programs	
Public Housing	2,866
Section 8 Block Grant	10,717
Total MTW Programs	13,583
Other HUD Funded Programs	
Section 8 Tenant Protection Vouchers (St. Marks)	0
Section 8 Mod Rehab Program	489
Section 8 Mainstream Program	172
Total other HUD Funded Programs	661
Total	14,244
Programs Administered by OHA under Contract	
Shelter + Care	208
City of Oakland - Katrina Relief	n/a
Total Other OHA Programs	208
Total	14,452

The FY 2008 Annual Plan described the number of clients OHA was serving at the beginning of the fiscal year by family type, unit/voucher size, income group, race and ethnicity.

The following summarizes information provided in the FY 2007 Annual Report and compares it to the number of clients being served as of June 30, 2008.

UNIT SIZE

Number of Households by Unit/Subsidy Size and Program

OHA programs saw an increase of 35 households served at the end of FY 2008. This was the result of modest decrease in the number of households served in the Public Housing Program and an increase in the Section 8 Program by 63. Overall, a trend towards larger households was found, especially in the Section 8 Program where voucher size increased for 3, 4 and 5 plus bedrooms by 56, 136 and 129- percent respectively. Note that for Section 8 programs, the bedroom size represents the voucher the household qualifies for, not necessarily the size unit occupied by the family.

Annual Report (6/30/07)	349	4,093	6,031	3,491	393	60	14,417
Annual Report (6/30/08)	532	2,936	5,454	4,617	793	120	14,452
# Change	183	-1,157	-577	1,126	400	60	35
% Change	52.4%	-28.3%	-9.6%	32.3%	101.8%	100.0%	0.2%

Annual Report (6/30/07)	2	605	758	1,416	95	18	2,894
Annual Report (6/30/08)	1	608	752	1,391	90	24	2,866
# Change	-1	3	-6	-25	-5	6	-28
% Change	-50.0%	0.5%	-0.8%	-1.8%	-5.3%	33.3%	-1.0%

Annual Report (6/30/07)	347	3,488	5,273	2,075	298	42	11,523
Annual Report (6/30/08)	531	2,328	4,702	3,226	703	96	11,586
# Change	184	-1,160	-571	1,151	405	54	63
% Change	53.0%	-33.3%	-10.8%	55.5%	135.9%	128.6%	0.5%

FAMILY TYPE

Population by Family Type and Program

As noted earlier, the total number of households OHA served saw a modest increase by 35 families, however the distribution by family type changed more significantly. Overall, 215 fewer family (non-elderly, non-disabled) households were served while there was an increase in the number of both elderly and disabled households. The Public Housing Program saw a larger proportionate increase in disabled families while the Section 8 program experienced an increase in elderly households.

PROGRAMS	Elderly	Disabled	Family	Missing Data	Total
Annual Report (6/30/07)	2,805	3,168	8,400	44	14,417
Annual Report (6/30/08)	2,957	3,307	8,185		14,452
# Change	152	139	(215)		35
% Change	5.42%	4.39%	-2.56%		0.24%

PUBLIC HOUSING	Elderly	Disabled	Family	Missing Data	Total
Annual Report (6/30/07)	688	392	1,770	44	2,894
Annual Report (6/30/08)	690	433	1,740	3	2,866
# Change	2	41	(30)		(28)
% Change	0.29%	10.46%	-1.69%		-0.97%

SECTION 8	Elderly	Disabled	Family	Missing Data	Total
Annual Report (6/30/07)	2,117	2,776	6,630		11,523
Annual Report (6/30/08)	2,267	2,874	6,445		11,586
# Change	150	98	(185)		63
% Change	7.09%	3.53%	-2.79%		0.55%

INCOME GROUP

Number of Households by Program and Median Income

A significant percent of households served by the Agency continue to be categorized as Extremely Low Income defined as households with incomes below 30 percent of the area median income. Nearly 82 percent of all households served fell into this category. While the Public Housing Program saw more or less even reduction in households by income group, the Section 8 programs saw a numerical increase of 214 households with incomes below 30 percent of AMI and an almost corresponding decrease of households with incomes between 30 and 50 percent of AMI.

ALL PROGRAMS	Percentage of Median Income				Total
	< 30%	30%-50%	50%-80%	> 80%	
Annual Report (6/30/07)	11,570	2,189	599	59	14,417
Annual Report (6/30/08)	11,798	1,976	600	78	14,452
# Change	228	-213	1	19	35
% Change	2.0%	-9.7%	0.2%	32.2%	0.2%

PUBLIC HOUSING	Percentage of Median Income				Total
	< 30%	30%-50%	50%-80%	> 80%	
Annual Report (6/30/07)	2,236	466	160	32	2,894
Annual Report (6/30/08)	2,223	461	149	33	2,866
# Change	-13	-5	-11	1	-28
% Change	-0.6%	-1.1%	-6.9%	3.1%	-1.0%

SECTION 8	Percentage of Median Income				Total
	< 30%	30%-50%	50%-80%	> 80%	
Annual Report (6/30/07)	9,334	1,723	439	27	11,523
Annual Report (6/30/08)	9,575	1,515	451	45	11,586
# Change	241	-208	12	18	63
% Change	2.6%	-12.1%	2.7%	66.7%	0.5%

RACE & ETHNICITY

Race of Head of Household

The following tables show how the distribution of families by race varied during FY 2008. The Public Housing Program saw a modest reduction in Black households and a slight increase in Asian households while the Section 8 programs saw a modest increase in Black households.

Annual Report (6/30/07)	790	10,766	58	2,765	11	0	14,390
Annual Report (6/30/08)	798	10,779	64	2,787	11	13	14,452
# Change	8	13	6	22	0	13	62
% Change	1.0%	0.1%	9.4%	0.8%	0.0%	100.0%	0.4%

Annual Report (6/30/07)	149	2,234	5	499	2	5	2,894
Annual Report (6/30/08)	152	2,166	8	528	3	9	2,866
# Change	3	-68	3	29	1	4	-28
% Change	2.0%	-3.0%	60.0%	5.8%	50.0%	80.0%	-1.0%

Annual Report (6/30/07)	641	8,532	53	2,266	9	22	11,523
Annual Report (6/30/08)	646	8,613	56	2,259	8	4	11,586
# Change	5	81	3	-7	-1	-18	63
% Change	0.8%	0.9%	5.7%	-0.3%	-11.1%	-81.8%	0.5%

Ethnicity of Head of Household

The tables below provide information on the ethnicity of households in OHA's programs. It is significant to note that Hispanics made up one third of the total increase in new households to OHA's programs.

	Hispanic	Non-Hispanic	Total
Annual Report (6/30/07)	429	13,988	14,417
Annual Report (6/30/08)	442	14,010	14,452
# Change	13	22	35
% Change	0	0	0

	PUBLIC HOUSING			SECTION 8		
	Hispanic	Non-Hispanic	Total	Hispanic	Non-Hispanic	Total
Annual Report (6/30/07)	109	2,785	2,894	320	11,203	11,523
Annual Report (6/30/08)	115	2,751	2,866	327	11,259	11,586
# Change	6	-34	-28	7	56	63
% Change	0	0	0	0	0	0

WAIT LISTS

Changes in Wait List Numbers and Characteristics

The following tables show the number of applicants currently awaiting assistance by household size, family type, income, race and ethnicity. The data reported for FY 2008 includes site-based wait lists managed by third party property management companies. Because the site-based wait lists are included, the tables below show an increase in the number of households between FY 2007 and FY 2008. Note that the data does not include wait lists information for two sites with Project Based Voucher allocations (Altenheim Senior Housing and Madison Apartments), the Shelter Plus Care or Mainstream program wait lists.

The following sites have site-based wait lists:

HOPE VI Sites:

- Foothill Family Apartments
- Lion Creek Crossings
- Mandela Gateway
- Chestnut Court
- Linden Court

Public Housing sites privately managed for OHA

- Oak Grove North
- Oak Grove South

The table below illustrates the number of households on each of the separate wait lists. Note that combined wait lists are in use at two HOPE VI sites (Lion Creek Crossings and Mandela) where there are both Public Housing and Project Based Section 8 Vouchers.

Waitlists	Pubic Housing	Section 8	Combined Public Housing and PBV
OHA Managed Wait Lists			
Public Housing	6,111		
Section 8		6,749	
Mod Rehab		193	
Site Based Waitlists			
HOPE VI Sites:			
Foothill Family Apartments	6		
Lion Creek Crossings			3,587
Mandela Gate Way			140
Chestnut Court and Linden Court	205		
Public Housing sites privately managed for OHA			
Oak Grove North and South	505		
Sub-totals	6,827	6,942	3,727
		Total	17,496

Wait Lists and Program Applicants by Number of Members in Household

During FY 2008, OHA converted the Section 8 program data to a new data base system. To date, this new system has not been able to accurately account for household size of families on the OHA Section 8 wait list. The previous system tracked household as it was self reported on the application forms. Currently, the new system tracks only the information about the head of household. For this reason, demographic data about the size of the household is incorrectly skewed to one person households in the Section 8 Program. This problem will be corrected in FY 2009. Note also that the combined wait lists add 3,727 to the total number of households on the wait list for all programs.

Annual Report (6/30/07)	5,612	4,223	2,333	1,327	521	246	2,687	16,949
Annual Report (6/30/08)	10,857	5,426	2,679	1,499	513	248	2	21,223
# Change	5,245	1,203	346	172	-8	2		6,959
% Change	93.5%	28.5%	14.8%	12.9%	-1.5%	0.8%		41.1%

PUBLIC HOUSING	1	2	3	4	5	6+	Missing	Total
Annual Report (6/30/07)	1,749	2,566	1,319	772	305	128	2,687	9,526
Annual Report (6/30/08)	3,002	3,999	1,947	1,079	369	158	1	10,554
# Change	1,253	1,433	628	307	64	30	-2,686	1,028
% Change	71.6%	55.8%	47.6%	39.7%	21.0%	23.4%		10.8%

SECTION 8 - ALL	1	2	3	4	5	6+	Missing	Total
Annual Report (6/30/07)	3,863	1,657	1,014	555	216	118		7,423
Annual Report (6/30/08)	7,855	1,427	733	420	144	90	1	10,669
# Change	3,992	-230	-281	-135	-72	-28	1	3,245
% Change	103.3%	-13.9%	-27.7%	-24.4%	-33.3%	-23.7%		43.7%

WAIT LIST AND PROGRAM APPLICANTS BY FAMILY TYPE

ALL PROGRAMS	Elderly	Disabled	Family	Missing Data	Total
Annual Report (6/30/07)	1,710	1,403	11,149	2,687	16,949
Annual Report (6/30/08)	3,014	1,571	16,638	-	21,223
# Change	1,304	168	5,489	(2,687)	4,274
% Change	76.3%	12.0%	49.2%		25.2%

PUBLIC HOUSING	Elderly	Disabled	Family	Missing Data	Total
Annual Report (6/30/07)	1,104	201	5,534	2,687	9,526
Annual Report (6/30/08)	1,930	346	8,278	-	10,554
# Change	826	145	2,744	(2,687)	1,028
% Change	74.8%	72.1%	49.6%	-100.0%	10.8%

SECTION 8 - ALL	Elderly	Disabled	Family	Missing Data	Total
Annual Report (6/30/07)	606	1,202	5,615	-	7,423
Annual Report (6/30/08)	1,084	1,225	8,360	-	10,669
# Change	478	23	2,745	-	3,246
% Change	78.9%	1.9%	48.9%		43.7%

WAIT LIST AND PROGRAM APPLICANTS BY INCOME

The wait list data shows a significant increase in the number of households wait in the 30 to 50 percent of AMI category. This change is due to the large number of households in this category, 979, on the Lion Creek Crossings wait list. This is probably a result of the marketing efforts at this site and the high percent of households interested in the development who also qualify for the Public Housing and Section 8 programs.

ALL PROGRAMS	Percentage of Median Income					Total
	< 30%	30%-50%	50%-80%	>80%	Missing Data	
Annual Report (6/30/07)	14,577	1,824	488	0	60	16,949
Annual Report (6/30/08)	17,378	3,198	501	12	134	21,223
# Change	2,801	1,374	13	12	74	4,274
% Change	19.2%	75.3%	2.7%			25.2%

PUBLIC HOUSING	Percentage of Median Income					Total
	< 30%	30%-50%	50%-80%	>80%	Missing Data	
Annual Report (6/30/07)	7,158	1,820	488		60	9,526
Annual Report (6/30/08)	7,895	2,145	501	12	1	10,554
# Change	737	325	13	12	(59)	1,028
% Change	10.3%	15.2%	2.6%			9.7%

SECTION 8	Percentage of Median Income					Total
	< 30%	30%-50%	50%-80%	>80%	Missing Data	
Annual Report (6/30/07)	7,419	4				7,423
Annual Report (6/30/08)	9,483	1,053			133	10,669
# Change	2,064	1,049				3,246
% Change	27.8%	26225.0%				43.7%

WAIT LIST AND PROGRAM APPLICANTS BY RACE & ETHNICITY

PROGRAM	White	Black	Native American	Asian	Pacific Islander	Missing	Total
Annual Report (6/30/07)	1,727	10,282	68	3,171	83	1,618	16,949
Annual Report (6/30/08)	1,756	14,191	165	3,526	191	1,394	21,223
# Change	29	3,909	97	355	108	-224	4,274
% Change	1.7%	38.0%	142.6%	11.2%	130.1%	-13.8%	20.1%

PROGRAM	White	Black	Native American	Asian	Pacific Islander	Missing	Total
Annual Report (6/30/07)	668	4,929	10	2,297	4	1,618	9,526
Annual Report (6/30/08)	676	6,585	90	2,418	87	698	10,554
# Change	8	1,656	80	121	83	-920	1,028
% Change	1%	34%	800%	5%	2075%	-57%	9.7%

SECTION 8 - ALL	White	Black	Native American	Asian	Pacific Islander	Missing	Total
Annual Report (6/30/07)	1,059	5,353	58	874	79		7,423
Annual Report (6/30/08)	1,080	7,606	75	1,108	104	696	10,669
# Change	21	2,253	17	234	25	696	3,246
% Change	2.0%	42.1%	29.3%	26.8%	31.6%		43.7%

ALL PROGRAMS	Hispanic	Non-Hispanic	Missing Data	Total
Annual Report (6/30/07)	963	14,168	1,818	16,949
Annual Report (6/30/08)	1,679	19,540	4	21,223
# Change	716	5,372	-1,814	4,274
% Change	74.4%	37.9%	-99.8%	25.2%

PUBLIC HOUSING	Hispanic	Non-Hispanic	Missing Data	Total
Annual Report (6/30/07)	416	7,292	1,818	9,526
Annual Report (6/30/08)	997	9553	4	10,554
# Change	581	2,261	-1,814	1,028
% Change	139.7%	31.0%	-99.8%	9.7%

	Hispanic	Non-Hispanic	Missing Data	Total
Annual Report (6/30/07)	547	6,876		7,423
Annual Report (6/30/08)	682	9987		10,669
# Change	135	3,111		3,246
% Change	24.7%	45.2%		43.7%



SECTION II: OCCUPANCY POLICIES

This section provides information on changes to OHA's occupancy policies that govern eligibility, selection, admissions, assignment and occupancy of families, including the admissions policy for deconcentration of lower-income families and rent policies. During FY 2008, OHA achieved vast improvements to operations with the transition to project-based management of its public housing portfolio. Specifically, OHA initiated leasing incentives for sites that carried high vacancy rates, established site-based waiting lists for properties managed by third party administrators, expanded income targeting for modernized sites and reorganized the public housing operations.

A. Occupancy Policies

Eligibility

Public Housing. OHA reorganized and streamlined its Eligibility unit which resulted in a thorough review of its eligibility wait list policy. It is anticipated that several new policies will be submitted for approval to the Board of Commissioners during the FY 2009.

Section 8. No new income targeting policies were adopted.

Selection

Public Housing. Site-based wait lists were successfully utilized at the following HOPE VI developments:

- Foothill Family Apartments
- Lion Creek Crossings
- Mandela Gateway
- Chestnut Court
- Linden Court

In addition, site-based waiting lists were established at Oak Grove North and Oak Grove South, which are managed under contract by private property management companies.

Section 8. OHA continued its use of site-based wait lists for the Section 8 project-based voucher program. No modifications were made to the Section 8 wait list to select families by income or unit size.

Admissions

Public Housing. The Authority implemented income targeting for recently renovated public housing sites as described in "Deconcentration" below.

Section 8. OHA did not adopt any local preferences, admission policies or procedures.

Assignment

Public Housing. The Authority successfully implemented site-specific wait lists for the Oak Grove North and South properties.

Occupancy

Public Housing. Review of existing public housing policies resulted in enhancements that were allowed under the current policy and lease. For example, OHA began a practice of assigning residents at scattered sites with individual garbage bins, which allows the agency to move away from the use of larger dumpsters. These changes are expected to significantly reduce illegal dumping at these sites and improved "curb appeal."

Section 8. No new local preferences, occupancy policies or procedures were adopted during FY 2008.

Public Housing and Section 8. Implementation of a previous approved tri-annual income recertification for elderly and disable households on fixed incomes was postponed in anticipation of a major reprogramming of the Authority's computer system that will help administer this change. The new system became operational with the Section 8 programs in June 2008 and the Public Housing programs anticipated to switch over in the first quarter of FY 2009. OHA issued a request for proposals for a third party vendor to develop and deliver a new orientation and training program for Public Housing residents and Section 8 participants. Dubbed the "Good Neighbor Program," the goal is to provide residents and participants with the skills and tools necessary to be successful neighbors and community residents. A vendor was selected for negotiations after the bidding process.

Deconcentration

Public Housing. The Authority has four public housing developments covered by the deconcentration rule: Campbell Village, Lockwood Gardens, Peralta Villa and Lion Creek Crossings.

OHA adopted an income mixing policy for newly renovated public housing sites. This policy is designed to address the disproportionate number of extremely low income families (income below 30 percent of AMI) in OHA public housing. The income mixing policy for these newly re-tenanted sites is as follows:

- 25 percent of the units serve families with incomes up to 20 percent of AMI
- 25 percent of the units serve families with incomes between 20 and 30 percent of AMI
- 25 percent of the units serve families between 30 and 40 percent of AMI
- 25 percent of the units serve families between 40 and 80 (the public housing limit) percent of AMI

Section 8. No changes were made to income targeting. A number of different methods for calculating payment standards were researched but none was seen as worthwhile for implementation. OHA negotiated with neighboring Public Housing Authorities to establish policies and procedures regarding the portability of Section 8

vouchers between agencies. It is expected that these agreements will be finalized during FY 2009.

B. Rent Policies

Section 8. No changes were adopted to expand the Section 8 Homeownership or Family Self-Sufficiency programs.

Public Housing and Section 8. OHA made significant progress during FY 2008 developing a framework for a rent simplification program including a policy framework and draft policies for various aspects of the entire process of setting rents. OHA expects to make a draft policy available for public review during FY 2009.



SECTION III:

CHANGES IN THE HOUSING STOCK

PROJECTED VS ACTUAL

The table below illustrates projected and actual units or vouchers available in OHA's programs. The combined OHA total, as of June 30, 2008, for authorized Section 8 vouchers in the programs listed below and available Public Housing units is 14,397.

	Housing Program				Total
	HCV	Project Based Certs.	Mod Rehab	Public Housing	
Actual (6/30/07)	10,958	0	516	3,075	14,549
Projected (6/30/08)	10,958	54	516	3,250	14,778
Actual (6/30/08)	10,858	*	516	3,023	14,397

The FY 2008 Plan anticipated that 10,958 Housing Choice Vouchers would be available. This number included 100 Tenant Protection Vouchers for the St. Marks Hotel. The owner of the St. Marks negotiated an extension of their rental subsidy contract with HUD. As a result, tenant protection vouchers for the residents of this property were never issued to OHA. Note that the actual total as of June, 30, 2007 was incorrectly reported in the FY 2007 Annual Report as 14,550, when the true total was 14,549. In addition, the FY 2008 Annual Plan listed the projected total as of June 30, 2008 incorrectly as 14,825. The true total should have been 14,778. The Project Based Certificates are included into the Housing Choice Voucher program totals. The total for available Public Housing units at the end of FY 2008 includes occupied units plus routine vacancies. This number does not include 285 units offline for redevelopment, modernization or out of service (see Attachment A for a detailed vacancy report by site).

Public Housing

Scattered Sites Offline: The following 61 units at five scattered sites remain offline.

Scattered Sites Offline		
	Site	Units
1	2011 7 th Ave	6
2	2530 9 th Ave	15
3	4118 Lyon Ave	8
4	1236 E 17 th Street	10
5	2509 77 th Ave	22
Total		61

Hope VI Development: Phase III of the Lion Creek Crossings, 37 units of replacement housing for Coliseum Gardens, received certificates of occupancy in May of 2008. It is anticipated that these units will be fully occupied and back on line in the first part of FY 2009.

Tassafaronga Village: After two previous attempts to secure HOPE VI funding for this property, OHA decided to self develop the property. Tenants at the development were relocated and demolition at the site commenced during FY 2008. As a result, the total number of authorized Public Housing units in OHA's portfolio was reduced by 87 from 3,308 to 3,221. The redeveloped Tassafaronga Village will include 157 units of affordable rental housing, including 87 Project Based Vouchers to replace the original Public Housing Units on a one-for-one basis. In addition, the development will include 22 units of first time home ownership units.

Section 8

The table below provides a summary of OHA's Project Based Voucher allocations including approval date, contract status and estimated HAP cost.

PROJECT	BOARD APPROVAL	# of UNITS	CONTRACT SIGNED	CONTRACT EXPIRES	HAP FUNDING
Mandela Gateway	2/12/2003	30	10/20/2004	10/20/2014	\$3,824,880
Fox Courts / Uptown Oakland	12/3/2004	20	<i>In Development</i>	<i>In Development</i>	\$3,347,880
Altenheim Senior Housing Phase I	7/13/2005	23	1/1/2007	1/1/2017	\$1,924,320
Madison Apartments	7/13/2005	19	4/7/2006	4/7/2016	\$2,042,520
Seven Directions	7/13/2005	18	9/12/2008	9/12/2018	\$2,174,160
Lion Creek Crossings II	9/26/2005	18	6/14/2006	6/14/2016	\$1,996,500
Lion Creek Crossings III	6/14/2006	20	6/25/2008	6/25/2018	\$2,374,200
Altenheim Senior Housing Phase II	6/14/2006	20	<i>In Development</i>	<i>In Development</i>	\$1,647,600
Orchards on Foothill	6/14/2006	64	<i>In Development</i>	<i>In Development</i>	\$5,207,040
Jack London Gateway	6/14/2006	13	<i>In Development</i>	<i>In Development</i>	\$1,057,680
Foothill Plaza	6/14/2006	13	<i>In Development</i>	<i>In Development</i>	\$1,317,720
14 th St Apartments at Central Station	1/29/2007	20	<i>In Development</i>	<i>In Development</i>	\$2,490,720
Jack London Gateway	2/26/2007	47	<i>In Development</i>	<i>In Development</i>	\$3,842,340
Harrison & 17 th Senior Housing	5/29/2007	18	<i>In Development</i>	<i>In Development</i>	\$2,185,920
St. Joseph's Senior Apartments	5/29/2007	83	<i>In Development</i>	<i>In Development</i>	\$9,157,100
Tassafaronga Village Phase	2/20/2008	87	<i>In Development</i>	<i>In Development</i>	\$8,278,560
Altenheim Senior Housing Phase II	4/28/2008	20	<i>In Development</i>	<i>In Development</i>	\$2,640,000
Fairmount Apartments	4/28/2008	11	<i>In Development</i>	<i>In Development</i>	\$1,764,040
720 East 11 th Street	4/28/2008	16	<i>In Development</i>	<i>In Development</i>	\$2,867,400
Lion Creek Crossings Phase IV	4/28/2008	10	<i>In Development</i>	<i>In Development</i>	\$1,740,000
Current PBV Unit Total		570	Total Estimated HAP Funding over 10		\$61,880,580

SECTION IV: SOURCES AND AMOUNTS OF FUNDING

This section describes the level of funding OHA planned to receive during FY 2008 and compares it to the actual amount received. Consolidated MTW program funds are accounted for separately from other Special Purpose funding, and the variance between the budgeted and actual amounts is presented.

Consolidated MTW Funding Budget

Under MTW, OHA has consolidated the public housing program, the capital fund program, and the Section 8 Housing Choice Voucher program funding into one unified budget. The following table shows revenue was \$34.2 million more than budgeted.

Consolidated MTW SOURCES:	FY 2008 Budget	FY 2008 Actual	Variance
Public Housing Dwelling Rental Income	\$ 10,072,000	\$ 9,313,580	\$ (758,420)
Public Housing Operating Subsidy Block Grant	\$ 9,143,000	\$ 10,448,884	\$ 1,305,884
Capital Fund Block Grant	\$ 15,933,952	\$ 13,728,155	\$ (2,205,797)
Housing Choice Voucher Block Grant	\$ 131,849,496	\$ 166,539,024	\$ 34,689,528
Other Income	\$ 458,000	\$ 253,899	\$ (204,101)
Investment Income	\$ 1,200,000	\$ 2,597,186	\$ 1,397,186
Total Consolidated MTW Revenue	\$ 168,656,448	\$ 202,880,728	\$ 34,224,280

Notes:

1. Dwelling Rental Income lower than budgeted due to a higher level of actual routine and modernization vacancies than budgeted.
2. Public Housing Operating Subsidy revenue was \$1.3 million more than the budget but overall the revenue was \$2.5 million less than what OHA was eligible to receive.
3. Decrease in Capital Fund Block Grant revenue due to delays on some capital projects.
4. Increase in Housing Choice Voucher Block Grant revenue due to federal appropriation increase.
5. Increase in Investment Income revenue due to additional funding from the Housing Choice Voucher Program.

Special Purpose Funding

Overall revenue for non-MTW programs was approximately \$1.5 million less than budgeted.

SOURCE	FY 2008 Budgeted	FY 2008 Actual	Variance
Sec 8 Moderate Rehab Subsidy	\$3,321,588	\$3,694,643	\$373,055
Sec 8 Moderate Rehab Investment Income	\$80,000	\$100,094	\$20,094
Sec 8 Voucher Opt Out Subsidy	\$1,373,796	\$1,383,056	\$9,260
Sec 8 Mainstream Subsidy	\$1,835,508	\$1,788,437	(\$47,071)
Shelter Plus Care Subsidy	\$2,495,988	\$2,302,555	(\$193,433)
Shelter Plus Care Investment Income	\$2,000	\$1,173	(\$827)
Family Self Sufficiency	\$126,000	\$127,896	\$1,896
HOPE VI Grants	\$2,729,000	\$141,332	(\$2,587,668)
HOPE VI Ground Lease	\$0	\$440,000	\$440,000
ROSS Homeownership Grant	\$164,000	\$260,626	\$96,626
Local Fund Rental Income	\$60,000	\$33,536	(\$26,464)
Local Fund Investment Income	\$200,000	\$206,365	\$6,365
Local Fund Other Income	\$235,000	\$662,774	\$427,774
Total Special Purpose Revenue	\$12,622,880	\$11,142,487	(\$1,480,393)

Note:

1. HOPE VI funding need was less than the budget and was reallocated to Phase IV.

Total Budgeted Funding Versus Actual Funding Received

In total, actual OHA revenue was \$32.7 million more than the budget for FY 2008.

TOTAL SOURCES:	FY 2008 Budget	FY 2008 Actual	Variance
Consolidated MTW Revenue	\$ 168,656,448	\$ 202,880,728	\$ 34,224,280
Special Purpose Funding not included in MTW	\$ 12,622,880	\$ 11,142,487	\$ (1,480,393)
Total	\$ 181,279,328	\$ 214,023,215	\$ 32,743,887

SECTION V: USES OF FUNDS

Planned Expenditures by Budget Line Item Compared with Actual Expenditures

This section presents a comparison between the level of budgeted expenditures and actual amounts expended by the Authority in FY 2008 for the consolidated MTW program and other special purpose programs. A summary of the status of reserves is also provided.

CONSOLIDATED MTW	FY 2008 Budgeted	FY 2008 Actual	Variance
Line Item:			
Administration Salaries ¹	\$9,426,632	\$7,763,511	\$1,663,121
Administration Fringe Benefits	\$4,462,004	\$3,691,370	\$770,634
Administration Temporary Staff ²	\$0	\$2,077,822	(\$2,077,822)
Administration Other ³	\$2,488,092	\$3,376,040	(\$887,948)
Tenant Services Salaries	\$329,964	\$219,371	\$110,593
Tenant Services Fringe Benefits	\$168,156	\$105,584	\$62,572
Tenant Services Materials/Contracts	\$15,108	\$14,634	\$474
Utilities	\$2,469,048	\$2,650,423	(\$181,375)
Maintenance Salaries	\$4,621,432	\$4,037,448	\$583,984
Maintenance Fringe Benefits	\$3,059,556	\$2,662,848	\$396,708
Maintenance Materials	\$1,295,124	\$1,499,432	(\$204,308)
Maintenance Contracts ⁴	\$3,030,876	\$5,071,409	(\$2,040,533)
Police Services Salaries	\$1,656,240	\$1,718,492	(\$62,252)
Police Services Fringe Benefits	\$793,176	\$644,827	\$148,349
Police Services Materials/Contracts	\$186,876	\$253,625	(\$66,749)
Housing Assistance Payments ⁵	\$121,495,000	\$110,744,630	\$10,750,370
General ⁶	\$2,924,888	\$5,223,886	(\$2,298,998)
Capital Fund Salaries/Benefits (HUD Funds)	\$650,000	\$666,916	(\$16,916)
Capital Project Costs (HUD Funds)	\$8,570,000	\$7,203,214	\$1,366,786
Capital Equipment	\$510,300	\$575,302	(\$65,002)
Total Consolidated MTW Expenditures	\$168,152,472	\$160,200,784	\$7,951,688

Notes:

1. The decreased spending in Administrative Salaries costs is due to vacant staff positions.
2. The increased cost paid under Administration Temporary Staff reflects contracts with temporary staffing firms to cover for vacant staff positions. The extra costs were offset by savings in Administrative Salaries and Fringe Benefits.
3. The increase in Administration Other reflects increased cost paid to legal firms for general council, litigation and eviction services.
4. Maintenance contract costs increased due to expanded interior and exterior maintenance program.
5. The continued flat rental market contributed to significant savings in Housing Assistance Payments to private landlords.

6. The increase in General costs is due to higher Insurance premiums, HOPE VI operating subsidy pass-through to development partners, audit adjustments and one-time rent collection write-off.

SPECIAL PURPOSE PROGRAMS	FY 2008 Budgeted	FY 2008 Actual	Variance
Line Item:			
Administration Salaries	\$897,024	\$850,553	\$46,471
Administration Fringe Benefits	\$453,880	\$369,015	\$84,865
Administration Other	\$180,769	\$471,796	(\$291,027)
Tenant Services Salaries	\$51,348	\$85,006	(\$33,658)
Tenant Services Fringe Benefits	\$20,832	\$42,264	(\$21,432)
Tenant Services Materials/Contracts	\$0	\$25	(\$25)
Maintenance Materials	\$7,032	\$212	\$6,820
Maintenance Contracts	\$20,196	\$34,503	(\$14,307)
Police Services Salaries	\$7,944	\$14,858	(\$6,914)
Police Services Fringe Benefits	\$3,648	\$6,104	(\$2,456)
Police Services Materials/Contracts	\$2,424	\$867	\$1,557
Housing Assistance Payments	\$8,057,236	\$8,674,089	(\$616,853)
General	\$2,268	\$364,058	(\$361,790)
Retirees Medical Premiums	\$0	\$911,315	(\$911,315)
Capital Equipment	\$67,600	\$22,087	\$45,513
HOPE VI Ground Lease	\$0	\$440,000	(\$440,000)
HOPE VI Projects (HUD Funds)	\$2,729,000	\$141,332	\$2,587,668
HOPE VI Projects (MTW Reserves)	\$3,500,000	\$3,809,519	(\$309,519)
Capital Projects (MTW Reserves)	\$6,452,500	\$7,910,504	(\$1,458,004)
Total Special Purpose Expenditures	\$22,453,701	\$24,148,107	(\$1,694,406)

TOTAL USES OF FUNDS	FY 2008 Budget	FY 2008 Actual	Variance
Consolidated MTW	\$168,152,472	\$160,200,784	\$7,951,688
Special Purpose not included in MTW	\$22,453,701	\$24,148,107	(\$1,694,406)
Total Expenditures	\$190,606,173	\$184,348,891	\$6,257,282

Net Change in Reserves

The Authority realized an increase in reserves of \$29.7 million compared to the budgeted decrease of \$9.3 million.

CONSOLIDATED MTW PROGRAM	FY 2008 Budgeted	FY 2008 Actual	Variance
Total Revenue	\$168,656,448	\$202,880,728	\$34,224,280
Total Expenditures	\$168,152,472	\$160,200,784	\$7,951,688
Total Net Change To Reserves	\$503,976	\$42,679,944	\$43,182,967
SPECIAL PURPOSE PROGRAMS	FY 2008 Budgeted	FY 2008 Actual	Variance
Total Revenue	\$12,622,880	\$11,142,487	(\$1,480,393)
Total Expenditures	\$22,453,701	\$24,148,107	(\$1,694,406)
Total Net Change To Reserves	(\$9,830,821)	(\$13,005,620)	(\$3,174,799)
ALL PROGRAMS	FY 2008 Budgeted	FY 2008 Actual	Variance
Total Revenue	\$181,279,328	\$214,023,215	\$32,743,887
Total Expenditures	\$190,606,173	\$184,348,891	\$6,257,282
Total Net Change To Reserves	(\$9,326,845)	\$29,674,323	\$39,001,169

Level and Adequacy of Reserves

The FY 2008 reserve balance is \$63.1 million, of which \$30.7 million is restricted for various projects approved by the Board of Commissioners. The balance of unrestricted reserves is \$32.4 million and is adequate to cover unanticipated gap spending in FY 2009.

RESERVES	FY 2008 Budgeted	FY 2008 Actual	Variance
Housing Choice Voucher Program Reserves	\$6,401,314	\$11,401,314	\$5,000,000
Section 8 Voucher and Local Fund	\$7,869,209	\$38,414,377	\$30,545,168
Public Housing Operating Reserves	\$5,000,000	\$8,414,000	\$3,414,000
State 12 and State 6 Reserves	\$2,822,000	\$2,794,000	(\$28,000)
Mod Rehab & Shelter Plus Care Reserves	\$2,027,000	\$2,097,000	\$70,000
Total Reserves	\$24,119,523	\$63,120,691	\$39,001,168



SECTION VI: CAPITAL PLANNING

Planned vs. Actual Expenditures by Property

The table below illustrates the status of capital planning activities as presented in the FY 2008 MTW Annual Plan.

FY 2008 Capital Planning Activities				
Project	Funding Source	FY 2008 Projected Expenditure	FY 2008 Actual Expenditure	Variance
1 1424 50th Ave	Capital Fund	\$0	\$0	\$0
2 1445 50th Ave	Capital Fund	\$0	\$142,630	(\$142,630)
3 2919 E. 16th St.	Capital Fund	\$0	\$519,047	(\$519,047)
4 2170 E. 28th St.	Capital Fund	\$967,000	\$1,434,169	(\$467,169)
5 2056 35th Ave	Capital Fund	\$900,000	\$1,047,854	(\$147,854)
6 3500 Bruce St.	Capital Fund	\$1,137,700	\$700,183	\$437,517
7 4203 Terrace St.	Capital Fund	\$600,000	\$202,839	\$397,161
8 6916 Arthur St.	Capital Fund	\$615,800	\$194,883	\$420,917
9 2381 E 21st St.	Capital Fund	\$500,000	\$306,938	\$193,062
10 6921 Fresno St.	Capital Fund	\$800,000	\$8,550	\$791,450
11 1739 89th Avenue	Capital Fund	\$800,000	\$27,478	\$772,522
13 1619, 1801 & 1805 Harrison	Local Fund	\$500,000	\$320,557	\$179,443
14 Scattered Sites	Local Fund	\$3,872,500	\$7,661,454	(\$3,788,954)
15 HOPE VI Coliseum / Infrastructure and Park	Local Fund	\$2,200,000	\$2,994,938	(\$794,938)
16 HOPE VI Coliseum / Homeownership	Local Fund	\$1,300,000	\$0	\$1,300,000
17 HOPE VI Coliseum	HOPE VI	\$2,729,000	\$141,332	\$2,587,668
18 HOPE VI Mandela Gateway / Homeownership	HOPE VI	\$0	\$0	\$0
19 Tassafaronga	Local Funds	\$2,080,000	\$1,917,527	\$162,473
20 Architecture and Admin Costs	Capital Fund	\$6,713,000	\$6,784,296	(\$71,296)
21 Roofs	Capital Fund	\$2,160,000	\$1,253,526	\$906,474
22 On Demand	Capital Fund	\$740,452	\$735,998	\$4,454
23 Scattered Sites Under Consideration				
1236 E. 17th St.	Not Funded	\$0	\$0	\$0
2509 77th Ave.	Not Funded	\$0	\$0	\$0
2530 9th Ave.	Not Funded	\$0	\$0	\$0
2011 7th Ave	Not Funded	\$0	\$0	\$0
Total		28,615,452	26,394,199	2,221,253

Narrative Discussion/Explanation of Difference

Capital Fund

The following three projects listed under the capital fund incurred unanticipated expenses during FY 2008.

- 1445 50th Ave – Completion of construction was carried over from FY 2007. No increase in total project budget.
- 2919 E. 16th St. – Completion of construction was carried over from FY 2007. No increase in total project budget.

Scattered Sites – Local Fund

During FY 2008, OHA implemented a new initiative, the Building Envelope Program (BEP), to address deferred maintenance and improve the physical appeal and safety of the scattered site public housing portfolio. This new approach of selective and specific improvements was designed to address deferred maintenance in a more cost-effect manner than the traditional comprehensive modernization strategy. The BEP allowed the Agency to spread limited funding across more units and provide improved conditions for more residents. The budgeted amount of local funds allocated to scattered sites per the FY 2008 plan was \$6.71 million. This amount was subsequently increased by the Board of Commissioners mid-year to a total of \$9.71 million. The FY 2008 Plan estimated that the \$3,872,500 million would be expended during the year on scattered sites. As the table above illustrates, the actual amount was \$7,661,454 million. The table below lists the sites and the amounts allocated from the Local Fund for each property in the BEP. Depending on the specific needs at any one site, the typical repairs and upgrades in the BEP include: fencing, structural upgrades, dry rot repairs, new roofs, gutters and downspouts, repairs to railings and stairs, new windows and sliding doors, exterior painting, paving and concrete walkways, landscaping, site drainage, garbage enclosures, improved security lighting, and new mail boxes.

Building Envelope Program	
Address	FY 08 Expenditures
1037 62nd Street	\$ 79,657.00
1039 63rd Avenue	\$ 88,788.00
1120 Bella Vista Ave	\$ 30,600.00
1126 62nd Street	\$ 344,586.00
1126-1135 62nd St	\$ 17,488.00
1127 Foothill Blvd	\$ 109,841.00
1132 62nd St	\$ 24,840.00
1305 E 25TH	\$ 34,830.00
1323 Mac Arthur Blvd	\$ 46,288.00
1465 Seminary Ave	\$ 16,675.00
1559 54th Ave	\$ 98,390.00
1599 54th Ave	\$ 31,450.00
1608 11th Ave	\$ 66,788.00
1632 E 19th Street	\$ 111,286.80
1716 E 20th St	\$ 11,500.00
1733 92nd Ave	\$ 13,500.00
1737 E 15th Street	\$ 155,651.20
1763 82nd Avenue	\$ 15,021.00
1815 28th Ave	\$ 94,815.00
1853 38th Ave	\$ 220,418.00
1900 E 24TH ST	\$ 48,300.00
1928 96th Ave	\$ 23,842.80
1951 E 24th St	\$ 66,753.00
2017 11th Avenue	\$ 37,268.10
2017 E 24th St	\$ 31,907.70
2021 24th Avenue	\$ 49,967.00
2032 E 26th Street	\$ 129,223.50
2102 E 17th Street	\$ 159,644.00
2110 25TH Ave	\$ 8,500.00
2115 38th Avenue	\$ 119,227.00
2126 High Street	\$ 197,634.40
2146 E 24th ST	\$ 69,440.00
2155 E 28th St	\$ 82,437.00
2181 48th Ave	\$ 51,800.00
2181 48th Ave	\$ 139,554.00
2226 48th Ave	\$ 186,192.90
2228 48th Ave	\$ 40,955.00
2230 90th Avenue	\$ 48,330.00
2238 90th Avenue	\$ 230,541.00

Building Envelope Program (continued)	
Address	FY 08 Expenditures
2255 84th Ave	\$ 28,830.00
2255-2261 84th Ave	\$ 30,760.00
2284 E 17th Street	\$ 52,400.00
2308 96th Ave	\$ 54,950.00
2323 East 22nd Avenue	\$ 7,099.00
2329 85th Ave	\$ 49,658.00
2349 83rd Avenue	\$ 85,412.00
2353 E 24th ST	\$ 17,600.00
2416 88th Avenue	\$ 134,752.60
2425 94th Ave	\$ 35,950.00
2435 26th Avenue	\$ 156,597.50
2440 E 21st St	\$ 49,790.00
2451 Renwick St	\$ 62,500.00
2474 East 26Th Street	\$ 240,910.00
2511 11th Ave	\$ 24,960.00
2558 35th Ave	\$ 24,294.00
2630 E 25th Street	\$ 24,900.00
2922 West St	\$ 8,960.00
2961 Georgia Street	\$ 93,291.00
3000 E 18th Street	\$ 10,200.00
3014 16th St	\$ 167,040.00
3217 West Street	\$ 85,942.00
3223 E 22nd St	\$ 33,239.80
3228 Logan St	\$ 54,074.70
3302 Brookdale Ave	\$ 20,000.00
3314-3320 E. 17th St	\$ 13,800.00
3318 E 17th Street	\$ 14,560.00
3330 72Nd Avenue	\$ 18,225.00
3350 72Nd Avenue	\$ 50,610.00
3370 62Nd Avenue	\$ 49,650.00
3532 Pierson	\$ 52,920.00
3716 Allendale Ave	\$ 11,000.00
3901 Webster St	\$ 48,933.00
4068 Allendale Avenue	\$ 11,200.00
421 Oakland Ave	\$ 90,707.50
4527 Bond Street	\$ 44,509.50
454 36th Street	\$ 157,458.10
4821 Webster Street	\$ 42,447.00
522 32nd St	\$ 23,800.00

Building Envelope Program (continued)	
Address	FY 08 Expenditures
537 32nd Street	\$ 69,323.00
554 37Th St	\$ 344,192.00
557 46th Street	\$ 37,315.00
578 58TH ST	\$ 14,206.00
59 Pearl st	\$ 115,123.50
594 63rd Street	\$ 81,051.00
5945 Bromley Ave	\$ 8,350.00
610 E 18th Street	\$ 27,640.00
6121 Harmon Ave	\$ 23,940.00
6656 Laird Ave	\$ 35,697.00
676 Fairmount Ave	\$ 31,060.00
7101 Favor Street	\$ 48,432.00
714 34th Street	\$ 21,700.00
716 34th St	\$ 72,955.00
7204 Holly Street	\$ 81,105.00
727 37th St	\$ 11,200.00
729 34th St	\$ 36,087.30
729 39th St	\$ 16,962.00
734 Rand Avenue	\$ 172,892.00
7636 Ney Avenue	\$ 49,914.00
768 41ST ST	\$ 141,746.00
800 Willow St	\$ 6,100.00
810 60th St	\$ 6,390.00
827 52ND ST	\$ 17,200.00
866 37th St	\$ 27,402.10
873 32nd Street	\$ 73,476.00
881 41st St	\$ 36,087.00
9024 Cherry Street	\$ 21,390.00
9232 Bancroft Avenue	\$ 77,054.00
9233 Hillside Avenue	\$ 9,800.00
9240 Bancroft Avenue	\$ 5,090.00
9320 Sunnyside	\$ 79,340.40
944 34th Street	\$ 20,830.00
9746 Plymouth Street	\$ 73,333.00
987 63rd Street	\$ 134,888.00
5944 Bromley Ave	\$ 12,350.00
6631 Laird Ave	\$ 22,025.00
6650 Laird Ave	\$ 79,947.00
Total	\$ 7,661,454.40

HOPE VI Coliseum

The following provides a summary of Lion Creek Crossings, the HOPE VI redevelopment of Coliseum Gardens:

- Infrastructure and Park - The Budgeted amount for FY08 was \$2,200,000. However, \$2,994,938 was actually expended during FY08. This variance does not represent an overage but rather higher than anticipated expenditures during FY 2008. The total budget authorization for this line item is \$4,000,000. Funds were advanced from the long term Infrastructure and Park development budget as construction for this phase was accelerated.
- Home Ownership – This phase of the project has been delayed. The original developer partner dropped out, and EBALDC, one of the developer partners for the rental housing portion, will now act as the developer for the home ownership phase.
- HOPE VI Funds – The FY 2008 Plan projected that \$2,729,000 would be expended during the fiscal year. Actual expenses were \$141,332. The balance of the HOPE VI funds will carry over to Phase IV, the final rental phase of development at Lion Creek Crossings.

Tassafaronga

During FY 2008, OHA continued to assemble financing for the redevelopment of Tassafaronga Village, resident relocation was completed and demolition of the existing buildings was initiated. The \$1.9 million spent from Local Funds were used to cover architectural and consultant fees related to pre-development activities.

On Demand

The On Demand budget was used to address a number of emergency repairs. These included elevator upgrades at 570 16th Street (a dedicated senior building), fire damage repairs at 869 Walker Street, moisture control and water proofing in the basement crawl spaces at Lockwood Gardens, and emergency repairs related to site drainage, foundation problems and dry rot at 2030 E 25th Ave. The complete budget for On Demand expenditures is listed in the table below.

On Demand Expenditures	
Site	FY 2008 Expenditures
1424 50th Avenue	\$2,800
1180 25th Ave	\$1,850
2451 Renwick St	\$1,680
2474 East 26th Street	\$3,950
2530 9th Ave	\$14,750
2558 35th Ave	\$4,183
533 59th Street	\$19,950
570 16th & 620 17th	\$3,555
570 16th St	\$40,500
676 Fairmount Ave	\$22,885
869 Walker Street	\$74,025
Lockwood Gardens (Moisture)	\$361,520
Total	\$551,648

Projects Under consideration

Scattered Sites Offline – Five scattered site developments with 61 units remain off line. One site, 4118 Lyon Street, was originally proposed for capital upgrades in the FY 2008 Plan using Local Fund. OHA decided not to proceed with the project as a result of the shift towards a more

selective approach to addressing deferred maintenance under the BEP. The remaining 4 scattered sites continue to be offline.

Harrison Street Sr. Housing – OHA's non-profit affiliate, Oakland Housing Initiatives, and its development partner, Christian Church Homes of Northern California, are co-developing 73 units of new senior housing at 1633 Harrison Street. The land for the development, a former gasoline station, currently as surface parking lot, will continue to be owned by OHA. The City of Oakland awarded \$5.1 million to the project in FY 2007. During FY 2008, OHA received a HUD 202 funding award and environmental remediation at the site was initiated.

Planned Demolition and Disposition Requests

In preparation for the submission of disposition application to HUD for the 1,615 units of scattered site public housing units, OHA completed a market value appraisal of the buildings, convened a preliminary series of meetings with residents and other stakeholders, and began preparing a draft disposition application and relocation plan.

Planned Homeownership Activities

- Lion Creek Crossings – No progress was made on the home ownership phase of the project during FY 2008.
- Mandela Gateway – The 14 town homes that comprised the home ownership portion of the HOPE VI Mandela Gateway development were completed in FY 2008.
- Tassafaronga – The redevelopment of this site will include 22 ownership units developed in partnership with Habitat for Humanity. During FY 2008 resident relocation was completed and demolition of the old structures had started.

Procurement

OHA continues to explore various strategies to improve efficiencies in procurement. No new policies or procedures were adopted in FY 2008.



SECTION VII: MANAGEMENT INFORMATION FOR OWNED/MANAGED UNITS

This section reports on a series of indicators for the management of the Public Housing program. It compares the targets set in the FY 2008 Annual Plan for the program's management to actual outcomes achieved. This includes the management of OHA's 3,308 public housing units, 307 of which are apartments to be operated by private management under HOPE VI. OHA directly operates nine sites of 30 units or more and 254 small sites with an average of six units scattered throughout Oakland.

VACANCY

The FY 2008 annual plan set a target of less than 2 percent vacancy for the public housing program's entire housing stock, except those units undergoing major renovation and modernization.

Vacancy Rates for the scattered site program for FY 2008 was 5.2%, and for large public housing sites 4.5%. Among other reasons, the long period of under funding of the public housing program has resulted in the deferral of maintenance and repairs leading to difficulty in leasing apartments. With the flexibility of funding under MTW, OHA has been able to invest significant funding to address deferred maintenance and repair issues. Taking advantage of MTW flexibility, a large number of units that became vacant during the fiscal year underwent major unit improvements, including installation of new kitchens, flooring, windows and bathrooms, patios, fences and decks. The deferred maintenance was a contributing factor to the increase in the annual vacancy rate. Additionally, 87 units at Tassafaronga Village were vacated for demolition and redevelopment during the fiscal year, with the final families moving in June 2008 causing an inflation of the annual vacancy rate for this portfolio. Also during this fiscal year, the Authority revamped its eligibility and leasing activities and suspended leasing to new families for a period to accommodate this process. Since restarting leasing activities in the last quarter of this fiscal year, 245 applicants have been certified, 170 have been referred, and 86 families have leased and moved into new public housing units. The result of all of these efforts has been a steady increase in occupancy.

See Attachment A for a list of OHA properties and vacancy data.

RENT COLLECTIONS

The FY 2008 Plan established a target for rent collections at over 97%. Actual rent collection was 91.3%

The Authority has begun addressing a long backlog of tenant issues related to its rent collection activities, in addition to addressing, through noticing and enforcement, various lease violations including non-payment of rent. This has resulted in a large number of families who are in legal status and whose rent is not accepted but placed in an escrow account until conclusion of the legal action. While the increase in the number of tenants in legal status has negatively impacted OHA rent collection goals during this short term, the Agency expects the enhanced lease enforcement will lead to OHA reaching and sustaining the goal of consistent high rent collections for the long term.

WORK ORDERS

The FY 2008 Plan established a goal of abating emergency work orders within 24 hours and non-emergency work orders within 30 days.

At OHA managed sites:

Emergency Work Orders: OHA received 53 Emergency work orders. One hundred percent were abated within 24 hours.

Non-Emergency Work Orders: OHA received a total of 12,364 work orders. The average completion time was 17.2 days. One hundred percent were completed within 30 days.

At properties managed by a private management companies:

Emergency Work Orders: Private property management companies received 68 Emergency work orders. Of those, 67, or 99% were abated within 24 hours.

Non-Emergency Work Orders: Private property management companies received a total of 1,103 work orders. The average completion time was 8.1 days. One hundred percent were completed within 30 days.

INSPECTIONS

The FY 2008 annual plan set for the Authority a goal of completing inspections on 100 percent of its owned and managed units. The Authority inspects all available public housing units and buildings on an annual basis. Units and buildings that are vacant and undergoing comprehensive modernization through the capital fund or HOPE VI will not be inspected until they are ready for re-occupancy.

This goal was met. Every available public housing unit was inspected during the year.

RESULTS OF INDEPENDENT PHAS INSPECTIONS

HUD's Real Estate Assessment Center (REAC) is to conduct annual inspections of our portfolio using the Public Housing Assessment System (PHAS.) Included in these inspections is the Physical Assessment Subsystem (PASS,) which determines whether a public housing authority's housing stock meets the standard of decent, safe and sanitary, and is in good repair.

OHA's units are to be inspected by HUD annually, and a score for those inspections sent to OHA. It should be noted that while PASS inspections of Authority properties were initiated during the final quarter of FY 2007, the inspections were not completed until the first quarter of FY 2008. The last prior inspections were last conducted in FY 2005.

In order to improve PASS and REAC scores, the Oakland Housing Authority initiated the following site improvement efforts:

1. OHA contracted with a property inspection firm with experience in Uniform Physical Condition Standards (UPCS) inspections to complete the 2007/2008 annual physical inspections. As a result, 100% of the OHA Public Housing units were inspected using UPCS the standard.
2. An Authority staff team accompanied the inspector, ensuring that all health and safety infractions are addressed immediately and/or within 24 hours.

3. The aggregate inspection reports (both REAC and our own UPCS inspections) for the site, including both interior and exterior reports, are being used to develop individual maintenance plans for troubled sites. Repairs are completed by staff teams on a priority system; sites with the lowest aggregate scores receive the highest priority.
4. Additionally, several sites with extremely low scores have been prioritized for significant renovations on the building envelope, including roofing, structural issues, plumbing, and drainage improvements.
5. The Authority has developed an enhanced regular vacancy renovation standard which has been used to improve the inventory of Authority units by reducing moisture intrusion through window and weather stripping replacement, replacement of worn cabinetry; and the replacement of worn/damaged interior doors and floors.
6. Authority implemented a site intervention team approach that addresses many tenant related issues at problem sites. Additionally, staffing per AMP has been significantly improved in our 08/09 budget, with the Assistant Property Administrators added and tasked with lease enforcement activities, and working with tenants to remedy and reduce tenant caused infractions, including housekeeping improvements to reduce vermin, mold and mildew; reduction of trip hazards through improved storage habits; and enhanced enforcement on safety infractions including dismantling of smoke alarms and blocking exits.

SECURITY

The primary law enforcement agency in the City of Oakland is the Oakland Police Department (OPD). The Oakland Housing Authority established a police department (OHAPD) to supplement OPD to increase the safety and security of residents living in Authority properties. During the 2008 fiscal year, OHAPD continued to focus attention on crime related and other community issues which effect public housing tenants and Section 8 participants, including:

Employing pro-active measures toward reducing crime on and around Authority-owned properties: OHAPD used proactive crime fighting strategies to combat illicit narcotics and criminal activity with the formation of a site intervention team. Three officers were assigned to this team, compared to four officers in FY 2007, gave their full focus on problem properties, and worked with Property Operations Community Service staff to reduce criminal activity. In FY 2008, staff assigned to this team investigated 988 crime related issues, which led to 84 arrests.

Conducting regular crime analysis on calls for service to determine trends as well as types of calls OHAPD is receiving and adjusting workload assessments and officer deployment accordingly: Staff conducted constant analysis of calls for service to monitor the level and type of criminal activities being reported. In FY 2008 OHAPD responded to 9,387 reports of criminal activity, compared to 6,779 in FY2007. Based on an analysis of field observations and other sources of information, OHAPD was able to adjust its level and type of deployment to better contend with issues of raising criminal activity. Strategies to combat issues included surveillance operations, execution of search warrants, enhanced patrol and other pro-active police activities.

Continuing to investigate fraud in the Section 8 and public housing programs: During FY 2008, OHAPD's Fraud Investigations Unit (FIU) opened 128 investigations, and investigated and closed 74 cases. Many of these cases resulted in repayment agreements. The total amount recovered as a result of repayment agreements for the year was \$296,141.40.

Increasing resident involvement through community outings and events: Authority management and OHAPD officers continued to be involved in the community during FY 2008. Staff continued a tradition of sponsoring and working at the annual holiday splendor

party. In addition, since 1995, OHAPD officers have contributed in excess of \$7,500 toward the event. This event offers our seniors a night out for dinner, dancing and celebration during the holiday season. Staff also participated in National Night Out at several sites. Potluck dinners, forging community friendships, and a visit by the crime fighting dog McGruff were evening highlights.

Expanding of OHAPD Communications center: Construction was completed and the Communication Center was revamped. New terminals were added as well as work stations for officers to complete reports. Dispatchers now have two work stations, and access to more systems to improve our crime prevention and data gathering processes.

Maintaining national accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA): On December 8 - 12, 2007, a team of law enforcement officials from different states, contracted through the Commission on Accreditation for Law Enforcement Agencies (CALEA), conducted an on-site assessment of the police department to determine if it has maintained compliance with CALEA Standards since the last assessment in 2004. Based on the assessment the department was awarded their third re-accreditation in Atlanta in March 2008, and was also named as a "Flagship" Agency, symbolizing that OHAPD is among the best of the best. This accreditation has proven beneficial for the Police Department and has enhanced OHA's ability to provide professional services to our residents and the community at large. Another benefit CALEA offers is a general reduction of liability exposure. OHAPD must apply for re-accreditation every three years. Accreditation is a lengthy, detailed process that has given the Police Department national recognition and improved the way we conduct daily business. It has given officers clearer understanding of department rules and regulations as well as how the agency operates. Currently, only 10% of law enforcement agencies are accredited nationally, and with the "Flagship" status, OHAPD is in the top 10 percent of those accredited.

Continuing Police Athletic League (PAL) activities which include camping trips and other outings with youth: Relationships are at the core of youth development, and the department is dedicated to offering programs that will enhance relationships between our young residents and the police. In FY 2008, more than 45 children attended a three-day overnight summer camp with OHA police officers and staff.

Conducting emergency action exercises: Training was conducted with all OHAPD staff and risk management personnel. In December 2007, in anticipation of heavy rain and wind, the Incident Command System was activated for emergency management and included OHAPD, Maintenance personnel, and portions of the Office of Property Operations. The operation was a success because of preplanning and preparation. In addition, a tabletop exercise simulating simultaneous disasters in the city was conducted in unison with Maintenance and OHAPD. OHAPD management and officers, as well as Maintenance supervisors were tested and had to make critical decisions using staff and resources. These exercises are designed to prepare staff to manage an incident efficiently should one occur.

Conducting resident surveys and using the survey result information when developing patrol strategies: OHA residents were surveyed on the quality of services provided by OHAPD, including: overall safety; individual contacts with police; and neighborhood concerns. The information has been disseminated to police department staff, as well as other Authority departments. The results of the survey can be viewed in the last annual report on the OHAPD website at www.ophapd.org.

SECTION VIII:

MANAGEMENT INFORMATION FOR LEASED HOUSING

LEASING INFORMATION

Target vs. Actual Lease-Ups

The 2008 annual plan projected that 97 percent to 100 percent of Section 8 units would be leased at the end of the fiscal year. OHA ended the fiscal year at 98.65 percent utilization rate. The organization met its projected lease-up goal.

In order to continue to increase the voucher utilization rate of the Section 8 program, OHA has been proactively engaging property owners through outreach efforts and with increased voucher issuance.

OHA conducts monthly workshops to provide information to owners and to allow OHA staff to hear about issues that might affect our clients. OHA has developed an engaging and interactive applicant briefing session for clients that help them understand how to successfully apply for housing in the private market as well as what it means to have good credit.

Information and Certification of Data on Leased Housing Management Narrative/Explanation of Differences

Ensuring rent reasonableness

OHA continues to determine rent reasonableness for all new contracts and for all requests to increase rent according to HUD guidelines and existing OHA policy. Instead of upgrading the in-house database, OHA has switched to a web-based database – www.gosection8.com. Comparables grouped by area and category can be easily retrieved for more efficient and specific comparisons.

Expanding housing opportunities

Site-based wait lists have been established for projects under the Section 8 Project-Based Voucher program. The Leased Housing Department is responsible for overseeing the site-based wait lists to ensure compliance with HUD regulations and OHA policy.

Deconcentration of low-income families

The FY 2008 Annual Plan indicated that the Authority may examine and change policies for the deconcentration of low-income families via income targeting, differing payment standards and portability. OHA continues to strive to address this by informing applicants of housing opportunities outside of the high poverty areas. In addition, as summarized in Section II, Occupancy Policies, OHA adopted an income mixing policy for newly renovated public housing sites.

OHA is entering into an agreement with other housing authorities in the area to streamline the portability process for voucher clients moving between neighboring jurisdictions. OHA further allows applicants the right to portability during the initial term of the lease when there is an approved request for a reasonable accommodation.

Planned vs. Actual Inspections Completed by Category:

The FY 2008 annual plan indicated that OHA would continue to conduct 100 percent of its annual, pre-contract, quality control and enforcement HQS inspections. The plan also indicated that an alternative inspection methodology and frequency for HQS inspection might be developed.

OHA is on target, achieving 100 percent of its annual, pre-contract, quality control and enforcement HQS inspections by the end of the year.

Web-based software was deployed in June 2008 for scheduling all inspections. Notifications of repairs and scheduling can be done online and printed easily, resulting in improved efficiency. Data are readily available for quality control purposes and performance analysis.

Planned Vs. Actual Inspections

Inspection Type	Planned FY 2008	Actual FY 2008
Annual	100%	100%
Pre-Contract	100%	100%
Quality Control	100%	100%
Enforcement	100%	100%

SECTION IX: RESIDENT PROGRAMS

PLANNED VS ACTUAL ACTIONS NARRATIVE/EXPLANATION OF DIFFERENCE

The Oakland Housing Authority values supportive services to public housing residents and Section 8 participants that promote self-sufficiency, civic involvement and economic development. During FY 2008, OHA accomplished the supportive services plans set out by leveraging community resources and promoting resident leadership. The major emphasis continued to be life enrichment, workforce development and resident leadership. OHA clients accessed programs involving asset building and home ownership, self-sufficiency and job training, resident involvement and supportive services.

Despite limited funding, OHA maximized the use of HOPE VI, and Resident Opportunity for Self-Sufficiency (ROSS) to leverage resources from various community partners, to provide direct services to working age adults, school aged youth, older youth and seniors residents.

FY 2008 activities exceeded the annual plan's expectations, and included distributing brochures, flyers and articles about employment, family services, youth services, senior services and community building activities to families residing in public housing and Section 8 subsidized properties. Information was disseminated through neighborhood canvassing, community meetings, direct mailing campaigns, orientations, the resident newsletter and rent statements.

Life Enrichment Services

OHA provided life enrichment services through counseling, mediation, and referrals.

- Oakland's Park & Recreation Dept. - hosted youth programs including after school tutorial, sports and free summer lunch programs.
- Alameda County Commission on Aging - Hosted on-site educational nutrition clinics and a farmers' market to provide fresh fruit and vegetables at a discount rate to the senior resident population.
- United Seniors of Alameda County - Advocacy group that support seniors living in multi-unit housing with community-building and life-improvement activities.
- St. Vincent de Paul - Provides fresh bakery, perishables and bread distribution to an average of 60 senior households once a week.
- Jack London Aquatic Center - Provides training and mentoring through water sports, kayaking and sportsmanship training
- Volunteers of America - Provided 100 food baskets for Thanksgiving to families.

Workforce Development and Section 3 Programs

Seniors, working-age adults and older youth benefited from workshops, training, job readiness and job placement assistance. These services were provided through the following partnerships:

- Workforce Investment Board (WIB) - Workforce development partnership with over 60 public and private sector organizations focused on employment and workforce development including the One Stop Career Centers.
- Section 3 - OHA refers residents to employment opportunities with OHA contractors. Of OHA contracts valued over \$200,000, there were 40 new hires, of which four were public housing residents.
- Unity Council - Provides job training, GED, job placement assistance and employment support that specialize in assisting limited English speaking clients.
- City of Oakland ASSETS - Provides job training and placement assistance to work able seniors. Two ASSETT workers staffed the OHA Dial a Care senior support program and the BACS lunch program at the Palo Vista Gardens Senior Community.
- East Bay Asian Local Development Corp (EBALDC) - coordinated services with a collaborative of community partners to serve the 367 residents of HOPE VI Lion Creek Crossings. Services that were made available included employment, education, day care, and computer training and youth programs.

Resident Program Highlights

- More than 400 residents met with members of the Site Intervention team and the public housing self-sufficiency coordinator to receive information about job placement assistance, job training and vocational training sites.
- Monthly posting at properties was conducted by staff. Outreach included support in marketing six city-wide job fairs.
- More than 50 residents attended a Fall Resource and Self Sufficiency Fair with over 20 community partners offering legal, nutrition, safety, and education and employment resources. During this fair books were given away to children of public housing households.
- More than 50 clients participated in homeownership orientations, and individual supportive services. Staff provided outreach support to two city-wide housing fairs.
- Sessions and group education workshops funded through HOPE VI, ROSS Homeownership Supportive Services and the Section 8 Homeownership Programs, resulted in 3 first-time homebuyers for the fiscal year.
- The ROSS Homeownership Supportive Services program helped 14 OHA clients purchase homes, of which 5 were public housing residents.
- The Authority managed three HOPE VI and five ROSS sub-contracts with community service providers for community and supportive services, providing entrepreneurial training, job training, asset building, and after school programs, homeownership, and other supportive services. These services are available to more than 300 HOPE VI households.
- Community building and resident leadership development was advanced by facilitation of more than 125 site meetings, with Resident Advisory Board meetings, and resident leadership trainings.
- The OHA Police Department hosted a 3-day overnight summer camp at Gualala Camp grounds for 23 youth.
- Eleven OHA sites hosted National Night Out festivities to build stronger community ties among neighbors, serving over 250 residents. Children from these sites also participated in the Book Give Away and Back to School Give Away for basic school supplies.
- OHA hosted two Housing Authority Insurance poster contests in which 19 youth participated.
- At the two larger family developments, 544 households received recycling information. In addition, 35 residents participated in information meetings held at eight recycling fairs that promoted community involvement and awareness of green living.
- Nearly 100 seniors from multiple senior developments attended the annual Holiday Splendor reception to promote community involvement and recreation.

- In celebration of OHA's 70th Anniversary a resource fair was held with over 600 community members and residents participating. Approximately 50 community agencies provided resources on affordable housing, employment, youth programs, energy conservation, civic events, education services, homeownership, and other social and economic self-sufficiency services.
- Over 30 residents participated in the Soda-Free Summer campaign, in the month of June.
- The Resident Advisory Board, comprised of 42 people from the Public Housing and Section 8 programs, met to promote resident leadership and serve as an advisory council on major organizational policies. Three meetings were held with an average of 30 residents in attendance.

Results of Latest PHAS Resident Survey

The MTW Agreement provides that during the term of the MTW demonstration, OHA will be evaluated by HUD on the basis of its Annual Report, in lieu of the Public Housing Assessment System (PHAS) or its successor system. The Authority will retain its status as a "High Performer" under the Public Housing Management Assessment Program (PHMAP) whereas future evaluation under the Public Housing Assessment System (PHAS), or its successor, does not apply, OHA will be entitled to any and all incentives, including bonus points, which may be applicable to any competitive or formula programs offered under the PHAS or any successor system.

OHA's most recent RASS score was obtained in 2004; OHA was awarded six points out of 10. In 2005, 2006, and 2007 OHA received the maximum RASS score of 10 points due to a temporary exemption due to its participation in the MTW program.

Section 8

Family Self Sufficiency Program - Family Self Sufficiency (FSS) is a voluntary program designed to assist Section 8 residents to achieve economic independence and self-sufficiency through education, job training, supportive services and employment. With the support of local programs and agencies, FSS combines case management and life skills training with the FSS participant's individual plan for education, training and employment.

The Leased Housing department has two full-time FSS Coordinators who partner with community-based non-profits that provide case management services to our families in areas such as job assessment and search, financial planning and life skills.

The FSS program offers guidance in a trusting environment for families to challenge themselves and be stimulated through education and learning to achieve independence and self sufficiency.

FSS enrollment averages 225 families.



SECTION X:

OTHER INFORMATION AS REQUIRED BY HUD

RESULTS OF LATEST COMPLETED 133 AUDIT

(Including program-specific OMB compliance supplement items, as applicable to the Housing Authority's Agreement)

The most recent 133 Audit was completed on June 30, 2007, and was previously provided to HUD.

REQUIRED CERTIFICATIONS AND OTHER SUBMISSIONS

(From which the Agency is not exempted by the MTW Agreement)

The Authority previously submitted with its annual plan all those certifications from which it is not exempted by the MTW Agreement.

SUBMISSIONS REQUIRED FOR THE RECEIPT OF FUNDS

The Authority attaches to its annual plans all those submissions required for the receipt of funds.

AMP SCATTERED SITES	Site	Address	Total Units	Routine Vacancy	Comprehensive Mod., Special Use, Redevelopment	Off- Line	Total Vacant Units	Vacancy Rate	Consider Disposition
9	205	9615 E ST	5	0	0	0	0	0%	Yes
9	207	1061 ELMHURST AVE	5	0	0	0	0	0%	Yes
9	221	10221 STANLEY AVE	6	0	0	0	0	0%	Yes
9	240	2311 98TH AVE	8	1	0	0	1	13%	Yes
9	241	2315 98TH AVE	8	0	0	0	0	0%	Yes
9	308	9514 BIRCH ST	10	0	0	0	0	0%	Yes
9	313	9703 CHERRY ST	4	0	0	0	0	0%	Yes
9	327	9233 HILLSIDE ST	4	0	0	0	0	0%	Yes
9	328	7000 LACEY AVE	6	0	0	0	0	0%	Yes
9	339	7510 NEY AVE	10	1	0	0	1	10%	Yes
9	340	7636 NEY AVE	6	1	0	0	1	17%	Yes
9	349	8021 PLYMOUTH ST	4	0	0	0	0	0%	Yes
9	350	9427 PLYMOUTH ST	4	0	0	0	0	0%	Yes
9	351	9746 PLYMOUTH ST	3	0	0	0	0	0%	Yes
9	357	9224 SUNNYSIDE ST	10	0	0	0	0	0%	Yes
9	358	9320 SUNNYSIDE ST	6	0	0	0	0	0%	Yes
9	359	9510 SUNNYSIDE ST	16	4	0	0	4	25%	Yes
9	361	9711 SUNNYSIDE ST	5	0	0	0	0	0%	Yes
9	426	3330 72ND AVE	8	1	0	0	1	13%	Yes
9	427	3350 72ND AVE	6	1	0	0	1	17%	Yes
9	428	2509 77TH AVE	22	0	0	22	22	100%	Yes
9	430	1486 77TH AVE	4	0	0	0	0	0%	Yes

AMP	Site	Address	Total Units	Routine Vacancy	Comprehensive Mod., Special Use, Redevelopment	Off-Line	Total Vacant Units	Vacancy Rate	Consider Disposition
9	431	1644 81ST AVE	3	0	0	0	0	0%	Yes
9	432	1763 82ND AVE	3	0	0	0	0	0%	Yes
9	433	2349 83RD AVE	6	0	0	0	0	0%	Yes
9	434	1639 84TH AVE	4	0	0	0	0	0%	Yes
9	436	2261 84TH AVE	12	2	0	0	2	17%	Yes
9	437	1730 85TH AVE	6	0	0	0	0	0%	Yes
9	438	2329 85TH AVE	4	0	0	0	0	0%	Yes
9	439	2325 86TH AVE	5	0	0	0	0	0%	Yes
9	440	1711 88TH AVE	3	1	0	0	1	33%	Yes
9	441	1815 88TH AVE	3	0	0	0	0	0%	Yes
9	442	2416 88TH AVE	6	0	0	0	0	0%	Yes
9	443	1739 89TH AVE	6	0	6	0	6	100%	Yes
9	444	2238 90TH AVE	6	0	6	0	6	100%	Yes
9	446	1521 92ND AVE	5	1	0	0	1	20%	Yes
9	447	1733 92ND AVE	4	0	0	0	0	0%	Yes
9	448	2230 94TH AVE	6	0	0	0	0	0%	Yes
9	449	2425 94TH AVE	6	0	0	0	0	0%	Yes
9	450	1928 96TH AVE	4	3	0	0	3	75%	Yes
9	451	2308 96TH AVE	7	0	0	0	0	0%	Yes
9	457	9008 CHERRY ST	4	1	0	0	1	25%	Yes
9	458	9024 CHERRY ST	3	0	0	0	0	0%	Yes
9	459	8330 BANCROFT AVE	8	0	0	0	0	0%	Yes
9	460	9232 BANCROFT AVE	9	0	0	0	0	0%	Yes
9	467	7908 NEY AVE	6	0	0	0	0	0%	Yes
9	468	7950 NEY AVE	10	0	10	0	10	100%	Yes

AMP	Site	Address	Total Units	Routine Vacancy	Comprehensive Mod., Special Use, Redevelopment	Off-Line	Total Vacant Units	Vacancy Rate	Consider Disposition
9	617	2282 83RD AVE	1	0	0	0	0	0%	Yes
10	201	6916 ARTHUR ST	6	0	6	0	6	100%	Yes
10	202	4531 BOND ST	6	0	0	0	0	0%	Yes
10	203	5944 BROMLEY AVE	4	1	0	0	1	25%	Yes
10	204	5945 BROMLEY AVE	4	0	0	0	0	0%	Yes
10	206	5730 ELIZABETH ST	20	0	0	0	0	0%	Yes
10	208	7107 FAVOR ST	4	0	0	0	0	0%	Yes
10	209	6921 FRESNO ST	5	0	5	0	5	100%	Yes
10	210	6121 HARMON AVE	3	0	0	0	0	0%	Yes
10	211	6229 HAYES ST	6	1	0	0	1	17%	Yes
10	212	6130 HILTON ST	8	0	0	0	0	0%	Yes
10	213	7204 HOLLY ST	3	0	0	0	0	0%	Yes
10	214	7209 HOLLY ST	5	1	0	0	1	20%	Yes
10	215	1430 SEMINARY AVE	10	0	0	0	0	0%	Yes
10	217	1465 SEMINARY AVE	8	0	0	0	0	0%	Yes
10	218	1915 SEMINARY AVE	18	1	1	1	3	17%	Yes
10	219	2139 SEMINARY AVE	12	3	0	0	3	25%	Yes
10	228	1500 38TH AVE	4	0	0	0	0	0%	Yes
10	229	1726 38TH AVE	6	1	0	0	1	17%	Yes
10	230	1853 38TH AVE	15	5	0	0	5	33%	Yes
10	231	1422 47TH AVE	7	1	0	0	1	14%	Yes
10	232	1424 50TH AVE	4	0	0	0	0	0%	Yes
10	233	1445 50TH AVE	6	0	0	0	0	0%	Yes
10	234	1458 52ND AVE	4	0	0	0	0	0%	Yes
10	235	1599 54TH AVE	4	0	0	0	0	0%	Yes

AMP	Site	Address	Total Units	Routine Vacancy	Comprehensive Mod., Special Use, Redevelopment	Off-Line	Total Vacant Units	Vacancy Rate	Consider Disposition
10	236	1723 62ND AVE	4	0	0	0	0	0%	Yes
10	237	3366 62ND AVE	6	0	0	0	0	0%	Yes
10	238	1449 73RD AVE	3	0	0	0	0	0%	Yes
10	316	4908 CONGRESS AVE	4	0	0	0	0	0%	Yes
10	317	5009 CONGRESS AVE	3	0	0	0	0	0%	Yes
10	319	4516 FAIRFAX AVE	4	0	0	0	0	0%	Yes
10	326	2126 HIGH ST	9	1	0	0	1	11%	Yes
10	337	5018 MELROSE AVE	4	0	0	0	0	0%	Yes
10	347	3532 PIERSON ST	5	2	0	0	2	40%	Yes
10	354	2451 RENWICK ST	4	0	0	0	0	0%	Yes
10	356	6238 SEMINARY AVE	4	0	0	0	0	0%	Yes
10	362	4737 YGNACIO AVE	6	0	0	0	0	0%	Yes
10	363	5250 YGNACIO AVE	4	0	0	0	0	0%	Yes
10	423	2115 38TH AVE	4	0	0	0	0	0%	Yes
10	424	2181 48TH AVE	4	0	0	0	0	0%	Yes
10	425	2228 48TH AVE	5	0	0	0	0	0%	Yes
10	453	4068 ALLENDALE AVE	5	0	0	0	0	0%	Yes
10	454	4100 ALLENDALE AVE	3	0	0	0	0	0%	Yes
10	462	4903 CONGRESS AVE	3	0	0	0	0	0%	Yes
10	463	6656 LAIRD AVE	8	0	0	0	0	0%	Yes
10	464	6631 LAIRD AVE	6	1	0	0	1	17%	Yes
10	465	4005 LYON AVE	6	0	0	0	0	0%	Yes
10	466	4118 LYON AVE	8	0	0	8	8	100%	Yes
10	615	1715 67TH AVE	1	0	0	0	0	0%	Yes
10	616	6645 BRANN ST	1	0	0	0	0	0%	Yes

AMP	Site	Address	Total Units	Routine Vacancy	Comprehensive Mod., Special Use, Redevelopment	Off-Line	Total Vacant Units	Vacancy Rate	Consider Disposition
10	618	2157 38TH AVE	1	0	0	0	0	0%	Yes
10	619	5378 WALNUT ST	1	0	0	0	0	0%	Yes
11	224	2919 E 16th St	12	0	0	0	0	0%	Yes
11	225	3012 E 16th St	5	0	2	0	2	40%	Yes
11	227	1815 28TH AVE	11	1	0	0	1	9%	Yes
11	304	3352 ARKANSAS ST	14	0	0	0	0	0%	Yes
11	318	2468 COOLIDGE AVE	5	1	0	0	1	20%	Yes
11	322	3634 FOOTHILL BLVD	16	0	0	0	0	0%	Yes
11	323	3244 GALINDO ST	3	0	0	0	0	0%	Yes
11	324	2961 GEORGIA ST	4	0	0	0	0	0%	Yes
11	331	3590 LINCOLN AVE	4	0	0	0	0	0%	Yes
11	332	3228 LOGAN ST	4	0	0	0	0	0%	Yes
11	333	3291 LYNDE ST	8	1	0	0	1	13%	Yes
11	338	2202 MITCHELL ST	7	0	0	0	0	0%	Yes
11	343	2943 NICOL AVE	6	0	0	0	0	0%	Yes
11	348	3102 PLEITNER AVE	4	0	0	0	0	0%	Yes
11	352	3265 PRENTISS ST	4	0	0	0	0	0%	Yes
11	355	2995 SCHOOL ST	5	0	0	0	0	0%	Yes
11	376	3314 E 17TH ST	4	0	0	0	0	0%	Yes
11	377	3000 E 18TH ST	7	0	0	0	0	0%	Yes
11	388	2381 E 21ST ST	4	0	4	0	4	100%	Yes
11	389	2439 E 21ST ST	3	0	0	0	0	0%	Yes
11	390	2440 E 21ST ST	8	0	0	0	0	0%	Yes
11	391	2626 E 21ST ST	4	0	0	0	0	0%	Yes
11	392	2527 21ST AVE	4	1	0	0	1	25%	Yes

AMP	Site	Address	Total Units	Routine Vacancy	Comprehensive Mod., Special Use, Redevelopment	Off-Line	Total Vacant Units	Vacancy Rate	Consider Disposition
11	394	2323 E 22ND ST	6	0	0	0	0	0%	Yes
11	395	2430 E 22ND ST	5	0	0	0	0	0%	Yes
11	396	2925 E 22ND ST	4	0	0	0	0	0%	Yes
11	402	2229 E 24TH ST	3	0	0	0	0	0%	Yes
11	403	2353 E 24TH ST	3	0	0	0	0	0%	Yes
11	404	2023 24TH AVE	6	0	0	0	0	0%	Yes
11	405	2218 24TH AVE	3	0	0	0	0	0%	Yes
11	409	2630 E 25TH ST	3	0	0	0	0	0%	Yes
11	410	2110 25TH AVE	6	0	0	0	0	0%	Yes
11	412	2435 26TH AVE	6	0	0	0	0	0%	Yes
11	413	2474 26TH AVE	7	0	7	0	7	100%	Yes
11	414	2711 26TH AVE	4	0	0	0	0	0%	Yes
11	415	2402 E 27TH ST	8	0	0	0	0	0%	Yes
11	416	2155 E 28TH ST	5	2	0	0	2	40%	Yes
11	417	2170 E 28TH ST	11	0	0	0	0	0%	Yes
11	420	2056 35TH AVE	9	0	9	0	9	100%	Yes
11	421	2558 35TH AVE	12	0	0	0	0	0%	Yes
11	422	2820 35TH AVE	14	1	0	0	1	7%	Yes
11	452	3716 ALLENDALE AVE	3	0	0	0	0	0%	Yes
11	455	3302 BROOKDALE AVE	6	0	0	0	0	0%	Yes
11	614	3311 VIOLA ST	1	0	0	0	0	0%	Yes
12	124	2530 9TH AVE	15	0	0	15	15	100%	Yes
12	222	1737 E 15TH ST	6	0	0	0	0	0%	Yes
12	223	1921 E 15TH ST	7	1	0	0	1	14%	Yes
12	226	610 E 18TH ST	12	2	0	0	2	17%	Yes

AMP	Site	Address	Total Units	Routine Vacancy	Comprehensive Mod., Special Use, Redevelopment	Off-Line	Total Vacant Units	Vacancy Rate	Consider Disposition
12	307	1120 BELLA VISTA AVE	5	0	0	0	0	0%	Yes
12	321	1127 FOOTHILL BLVD	11	1	0	0	1	9%	Yes
12	325	320 HADDON ROAD	4	0	0	0	0	0%	Yes
12	336	1323 MACARTHUR BLVD	7	1	0	0	1	14%	Yes
12	364	2011 7TH AVE	6	0	0	6	6	100%	Yes
12	365	2529 9TH AVE	4	1	0	0	1	25%	Yes
12	366	1608 11TH AVE	20	1	0	0	1	5%	Yes
12	367	2021 11TH AVE	4	1	0	0	1	25%	Yes
12	368	2511 11TH AVE	4	1	0	0	1	25%	Yes
12	369	2607 12TH AVE	4	0	0	0	0	0%	Yes
12	370	1128 E 15TH ST	7	0	0	0	0	0%	Yes
12	371	1944 16TH AVE	9	0	0	0	0	0%	Yes
12	372	1227 E 17TH ST	9	0	0	0	0	0%	Yes
12	373	1236 E 17TH ST	10	0	0	10	10	100%	Yes
12	374	2102 E 17TH ST	4	0	0	0	0	0%	Yes
12	375	2284 E 17TH ST	4	2	0	0	2	50%	Yes
12	378	1632 E 19TH ST	7	1	0	0	1	14%	Yes
12	380	2246 E 19TH ST	7	0	0	0	0	0%	Yes
12	381	2247 E 19TH ST	5	0	0	0	0	0%	Yes
12	382	2272 E 19TH ST	4	0	0	0	0	0%	Yes
12	383	1716 E 20TH ST	4	1	0	0	1	25%	Yes
12	384	1750 E 21ST ST	5	0	0	0	0	0%	Yes
12	385	2000 E 21ST ST	4	0	0	0	0	0%	Yes
12	386	2005 E 21ST ST	8	0	0	0	0	0%	Yes
12	387	2216 E 21ST ST	4	1	0	0	1	25%	Yes

AMP	Site	Address	Total Units	Routine Vacancy	Comprehensive Mod., Special Use, Redevelopment	Off-Line	Total Vacant Units	Vacancy Rate	Consider Disposition
12	393	2219 E 22ND ST	4	0	0	0	0	0%	Yes
12	397	1031 E 24TH ST	4	0	0	0	0	0%	Yes
12	398	1900 E 24TH ST	4	1	0	0	1	25%	Yes
12	399	1951 E 24TH ST	5	1	0	0	1	20%	Yes
12	400	2017 E 24TH ST	4	0	0	0	0	0%	Yes
12	401	2146 E 24TH ST	4	0	0	0	0	0%	Yes
12	406	1305 E 25TH ST	4	0	0	0	0	0%	Yes
12	407	2003 E 25TH ST	4	0	0	0	0	0%	Yes
12	408	2030 E 25TH ST	5	2	0	0	2	40%	Yes
12	411	2032 E 26TH ST	9	0	0	0	0	0%	Yes
12	418	1324 E 32ND ST	5	0	0	0	0	0%	Yes
12	419	1248 E 34TH ST	10	0	0	0	0	0%	Yes
12	456	3500 BRUCE ST	8	0	8	0	8	100%	Yes
12	461	1900 COMMERCE WAY	5	0	0	0	0	0%	Yes
13	102	624 APGAR ST	5	0	0	0	0	0%	Yes
13	106	3839 CLARKE ST	5	0	0	0	0	0%	Yes
13	108	85 GARLAND AVE	3	0	0	0	0	0%	Yes
13	109	2933 MLK, JR. WAY	12	1	0	0	1	8%	Yes
13	110	3025 MLK, JR. WAY	7	2	0	0	2	29%	Yes
13	114	4520 MONTGOMERY ST	4	0	0	0	0	0%	Yes
13	115	3855 SHAFTER AVE	4	0	0	0	0	0%	Yes
13	117	4203 TERRACE ST	4	0	4	0	4	100%	Yes
13	118	869 WALKER AVE	4	0	1	0	1	25%	Yes
13	119	3901 WEBSTER ST	14	2	0	0	2	14%	Yes
13	121	2922 WEST ST	3	0	0	0	0	0%	Yes

AMP	Site	Address	Total Units	Routine Vacancy	Comprehensive Mod., Special Use, Redevelopment	Off-Line	Total Vacant Units	Vacancy Rate	Consider Disposition
13	122	3017 WEST ST	8	0	0	0	0	0%	Yes
13	123	3217 WEST ST	6	1	0	0	1	17%	Yes
13	126	541 29TH ST	5	0	0	0	0	0%	Yes
13	127	565 29TH ST	7	0	0	0	0	0%	Yes
13	128	678 29TH ST	3	0	0	0	0	0%	Yes
13	129	675 30TH ST	5	0	0	0	0	0%	Yes
13	130	522 32ND ST	4	0	0	0	0	0%	Yes
13	131	537 32ND ST	12	0	0	0	0	0%	Yes
13	133	873 32ND ST	12	2	0	0	2	17%	Yes
13	134	716 34TH ST	4	0	0	0	0	0%	Yes
13	135	729 34TH ST	3	0	0	0	0	0%	Yes
13	136	944 34TH ST	4	1	0	0	1	25%	Yes
13	137	454 36TH ST	4	0	0	0	0	0%	Yes
13	138	554 37TH ST	9	0	6	0	6	67%	Yes
13	139	727 37TH ST	8	1	0	0	1	13%	Yes
13	140	866 37TH ST	5	0	0	0	0	0%	Yes
13	141	725 39TH ST	5	0	0	0	0	0%	Yes
13	142	950 40TH ST	27	0	0	0	0	0%	Yes
13	143	768 41ST ST	7	1	0	0	1	14%	Yes
13	144	881 41ST ST	4	0	0	0	0	0%	Yes
13	145	717 43RD ST	4	0	0	0	0	0%	Yes
13	320	676 FAIRMOUNT AVE	6	0	0	0	0	0%	Yes
13	344	421 OAKLAND AVE	8	0	0	0	0	0%	Yes
13	346	59 PEARL ST	12	1	0	0	1	8%	Yes
13	353	734 RAND AVE	5	2	0	0	2	40%	Yes

AMP	Site	Address	Total Units	Routine Vacancy	Comprehensive Mod., Special Use, Redevelopment	Off-Line	Total Vacant Units	Vacancy Rate	Consider Disposition
14	101	755 ALCATRAZ AVE	10	0	0	0	0	0%	Yes
14	103	6309 BAKER ST	6	0	0	0	0	0%	Yes
14	104	5805 CANNING ST	4	0	0	0	0	0%	Yes
14	105	5825 CANNING ST	14	0	0	0	0	0%	Yes
14	107	5914 COLBY ST	6	0	0	0	0	0%	Yes
14	111	5125 MLK, JR. WAY	8	0	0	0	0	0%	Yes
14	112	5661 MLK, JR. WAY	4	0	0	0	0	0%	Yes
14	116	5120 SHAFTER AVE	7	0	0	0	0	0%	Yes
14	120	4825 WEBSTER ST	8	0	0	0	0	0%	Yes
14	146	945 44TH ST	5	2	0	0	2	40%	Yes
14	147	565 45TH ST	6	0	0	0	0	0%	Yes
14	148	880 45TH ST	6	0	0	0	0	0%	Yes
14	149	557 46TH ST	6	0	0	0	0	0%	Yes
14	151	933 46TH ST	5	0	0	0	0	0%	Yes
14	152	582 48TH ST	10	1	0	0	1	10%	Yes
14	153	365 49TH ST	24	1	0	0	1	4%	Yes
14	154	827 52ND ST	5	2	0	0	2	40%	Yes
14	155	656 53RD ST	14	1	0	0	1	7%	Yes
14	156	680 55TH ST	4	0	0	0	0	0%	Yes
14	157	648 57TH ST	5	1	0	0	1	20%	Yes
14	158	584 58TH ST	12	0	0	0	0	0%	Yes
14	159	533 59TH ST	9	0	0	0	0	0%	Yes
14	160	810 60TH ST	4	1	0	0	1	25%	Yes
14	161	837 60TH ST	4	0	0	0	0	0%	Yes
14	162	972 61ST ST	4	0	0	0	0	0%	Yes

AMP	Site	Address	Total Units	Routine Vacancy	Comprehensive Mod., Special Use, Redevelopment	Off-Line	Total Vacant Units	Vacancy Rate	Consider Disposition
14	163	368 62ND ST	5	0	0	0	0	0%	Yes
14	164	920 62ND ST	4	0	0	0	0	0%	Yes
14	165	1037 62ND ST	10	0	0	0	0	0%	Yes
14	166	1126 62ND ST	16	0	0	0	0	0%	Yes
14	168	594 63RD ST	4	0	0	0	0	0%	Yes
14	169	987 63RD ST	5	1	0	0	1	20%	Yes
14	170	1039 63RD ST	5	0	0	0	0	0%	Yes
Total Units			1,615	84	75	62	221		
Total Vacant			221						
Comp. Mod., Spc. Use, Off-Line			137						
Routine Vacancies			84						
Total Occupied			1,394						

AMP	Site	Address	Total Units	Routine Vacancy	Comprehensive Mod., Special Use, Redevelopment	Off-Line	Total Vacant Units	Vacancy Rate	Consider Disposition
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LARGE SITES									
1	113	Harrison Street (1621 Harrison Street)	101	3	0	1	4	4%	N/A
2	173	Adel (2001 Macarthur Blvd)	30	3	0	0	3	10%	N/A
3	302	Campbell Village (1657 10th St)	154	7	0	0	7	5%	N/A
4	303	Lockwood Gardens (1263 65th Ave)	372	5	0	0	5	1%	N/A
5	172	Oak Grove Court North (620 17th St)	77	6	0	0	6	8%	N/A
6	171	Oak Grove Court South (570 16th St)	75	4	0	0	4	5%	N/A
7	174	Palo Vista (1110 64th Ave)	100	15	1	0	16	16%	N/A
8	301	Peralta Villa (906 Mandela Pkwy)	390	20	0	1	21	5%	N/A
16	175	Tassafaronga (945 84th Ave)	87	0	87	0	87	100%	Yes
Total Units			1,386	63	88	2	153		
Total Vacant			153						
Comp. Mod., Spc. Use, Off-Line			90						
Routine Vacancies			63						
Total Occupied			1,233						

AMP	Site	Address	Total Units	Routine Vacancy	Comprehensive Mod., Special Use, Redevelopment	Off-Line	Total Vacant Units	Vacancy Rate	Consider Disposition
HOPE VI DEVELOPMENTS									
	311	Coliseum							
19		Lion Creek Phase I (6722 Olmstead St)	45	1			1	2%	N/A
19		Lion Creek Phase II (6722 Olmstead St)	54				0	0%	
20		Foot Hill (6900 Foothill Blvd)	21				0	0%	
19		Coliseum Units in Redevelopment (6722 Olmstead St)	58		58		58	100%	
18	469	Chestnut Court (1088 West Grand)	45	1			1	2%	N/A
15	470	Linden Court (1089 26th St)	38				0	0%	N/A
17	471	Mandela (Mandela East Block)	33				0	0%	N/A
17	472	Mandela (Mandela West Block)	13				0	0%	N/A
Total Units			307	2	58	0	60		
Total Vacant			60						
Redevelopment			58						
Routine Vacancies			2						
Total Occupied			247						

AMP	Site	Address	Total Units	Routine Vacancy	Comprehensive Mod., Special Use, Redevelopment	Off-Line	Total Vacant Units	Vacancy Rate	Consider Disposition
ALL PUBLIC HOUSING									
		Total ACC Units	3,308	149	221	64	434	13.1%	
		Total Vacant ACC Units	434						
		Total Comp. Mod., Spc. Use, Redevelopment, Off-line	285						
		Total ACC Net Routine Vacancies	149						
		Total ACC Occupied Units	2,874						

**THE BOARD OF COMMISSIONERS OF THE
HOUSING AUTHORITY OF THE CITY OF OAKLAND, CALIFORNIA**

On Motion of Commissioner: Pittman

Seconded by Commissioner: Hartwig

and approved by the following vote:

AYES: Commissioners Brown, Lee, Pittman, Hartwig, Purvis-Allen, and Chair Mayne

NAYS:

ABSTAIN:

ABSENT: Commissioner Terrazas

THE FOLLOWING RESOLUTION WAS ADOPTED: NUMBER: 4045

APPROVING THE FISCAL YEAR 2008 MTW REPORT

WHEREAS, The Moving to Work Agreement requires the Oakland Housing Authority Board to submit to the U.S. Department of Housing and Urban Development (HUD) an MTW Annual Report for each fiscal year in which it submits an MTW Annual Plan; and

WHEREAS, the Oakland Housing Authority submitted the 2008 MTW Annual Plan on April 30th, 2007; and

WHEREAS, the 2008 MTW Annual Report provides HUD, OHA residents and community stakeholders with the information necessary to compare OHA's performance over the last year to the agenda OHA set for itself at the beginning of the fiscal year in its 2008 Annual Plan; and

WHEREAS, the Board of Commissioners must approve the FY 2008 MTW Report prior to submission to HUD; and

WHEREAS, the FY 2008 MTW Annual Report is in compliance with all HUD regulations and requirements;

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS
OF THE HOUSING AUTHORITY OF THE CITY OF OAKLAND, CALIFORNIA:**

THAT, the Board of Commissioners approves the Oakland Housing Authority FY 2008 MTW Annual Report; and

THAT, the Executive Director, on behalf of the Authority, is hereby authorized to take all actions necessary to implement the foregoing resolution.

*I hereby certify that the foregoing resolution is a full, true and correct
copy of a resolution passed by the Commissioners of the Housing
Authority of the City of Oakland, California on September, 22, 2008.*



Secretary/Executive Director

ADOPTED: September 22, 2008

RESOLUTION NO. 4045